

*Per: 7*

*29 July 1970*

*AEM*



*- Please reproduce the last two pages (✓) for discussion by CSB in Sept.*

*- AEM: Keep the covering letter after Ernie has seen.*

A handwritten signature, possibly reading 'H', written in black ink.

Declass Review by  
NIMA/DOD

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MEMORANDUM FOR  
Approved For Release 2003/12/22 : CIA-RDP78B05703A000500030011-6

John:


Shortly after you left yesterday, [ ] hand-carried the attached to you. He stated it was the paper he had promised containing his suggestions on career development, etc. He particularly wanted to talk to you because he was fearful that his comments might have a "sour grapes" tone. He said that he had some difficulty in "telling it like it is" without sounding over-critical. I believe he would very much like to have your acknowledgement or comments on his paper. Perhaps if you have time you might give him a call. He was very impressed with the conversation he had with you

(over)

(DATE)

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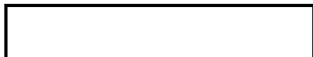
before he left and said that it was too bad  
that more of our young people didn't realize  
we had a youth-oriented manager at the helm.

  
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22 July 70

16 July 1970

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I believe the enclosed notes outline the main points covered in our conversation on 25 June 1970.

These notes are the result of many attempts to effectively recap not only the content, but the spirit of our conversation. I especially wanted to avoid any inferences of a "sour grapes" nature, for that was certainly not my intent or, in my opinion, the flavor of our discussion.

In my subsequent conversation with [redacted] he mentioned that for grades 12 and above, employees were compared and ranked on a centerwide basis. I was unaware of this and, as best I can determine, it is not known amongst those in non-supervisory positions. In my opinion, the knowledge and appreciation of this fact would greatly enhance the perspective with which junior employees assess their own career development objectives.

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I trust I have not been presumptuous in making these comments. I make no claim that my assessment of the situation is universally accepted at the lower level, or that these problems universally exist. From time to time, however, these have been real problems for me and for many of my contemporaries and in several cases, they have been sufficiently significant to cause some very competent individuals to leave the Company.

These were not, however, problems for me this spring and did not influence my decision to leave. Indeed I could not have asked for more support, encouragement, or promise of a rewarding future from my supervisors, particularly during this past year when I was working with [redacted] For me, the appeal of becoming a part of a totally new intelligence gathering operation and the challenge of working in a virtually unexplored and unexploited environment was more than I could turn down.

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I trust the enclosed notes are satisfactory. I tried not to equivocate in the views I expressed in your office and I hope my efforts to be meaningfully objective were successful. If they were not, I hope you will let me know.

Again, I thank you for your time, your very helpful counsel, and your friendship.

Very truly yours,



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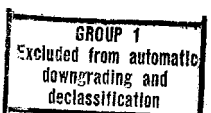
PROBLEM - Persons working in areas requiring specific technical skills (R&D, equipment testing and maintenance, photo-interpretation, etc.) are apparently aware of only limited opportunities to develop management potential which will enable them to compete for higher positions within the Agency. This is a disadvantage to the career development of the individual because it:

- 1) restricts career development alternatives;
- 2) discourages the emergence of management personnel with a working level, technical capability;
- 3) provides no apparent route to "the front office";
- 4) offers restricted promotional opportunities; and
- 5) limits perspective development.

SOLUTION - Establish "Managerial Aide" positions with senior management personnel, which will be staffed with promising junior personnel from the working technical level, and assigned on a reasonably short-term rotating basis. (This has partially been implemented.) This would have the following benefits:

- 1) offer management experience and training;
- 2) broaden the perspective of the individual;
- 3) offer a broad spectrum of career development alternatives;
- 4) serve as a basis for selecting a particular career alternative;
- 5) provide an assessment of managerial capabilities;
- 6) be an incentive to junior personnel;

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- 7) develop confidence and a sense of achievement;
- 8) enhance communications between technologist and management; and
- 9) establish credentials for future promotional considerations in management positions.

PROBLEM - Better communications, especially an appreciation and understanding of routine tasks on the working level is needed between the major administrative groups.

SOLUTION - Integrate junior level, extra group personnel into routine group training and other job related activities. For example, TSG personnel could be selected to participate in the three-month P.I. training course at Offutt AFB and IEG or PSG personnel could be selected to occasionally travel with TSG personnel on contract inspection trips, or to attend professional meetings. This would offer the following advantages:

- 1) establish casual communication between the groups on a working level;
- 2) give each firsthand knowledge of the other's problems and responsibilities;
- 3) develop a feeling of unity toward a common objective;
- 4) provide a broad experience base for the individual;
- 5) enhance the professional development of the individual; and
- 6) broaden career development perspectives.

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